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ACHIEVEMENTS 1954-1984

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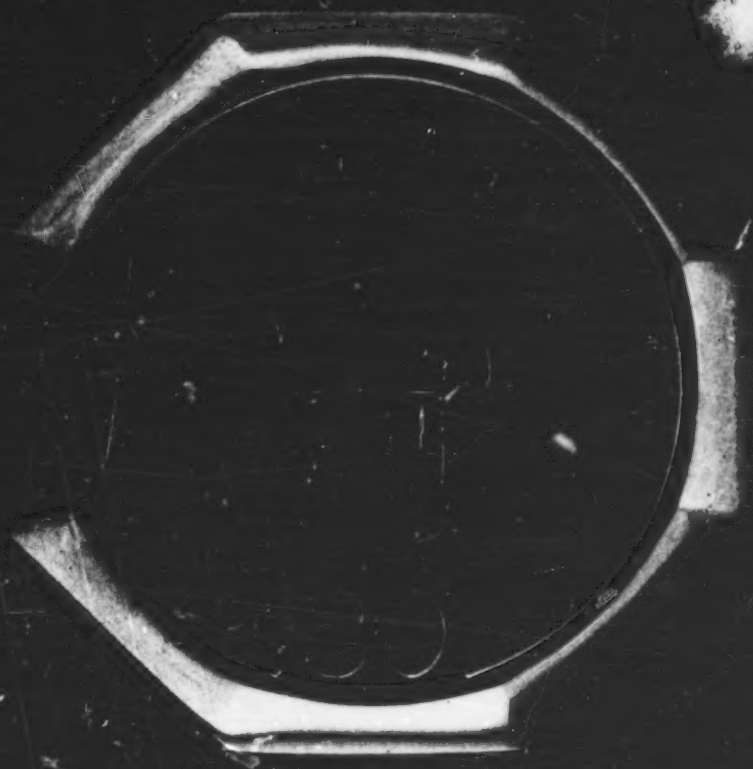

Federal Incentive Awards Program

30th Anniversary

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The White House
Washington

The Government Employees' Incentive Awards Act of 1954 has provided the mechanism by which seven Presidents and other Federal officials have honored the men and women in Government who have served this Nation with dedication and distinction.

Signed into law by President Eisenhower, the Federal Incentive Awards Program has served to encourage, identify and recognize over 5.6 million career civil servants. This Nation and its people are indebted to these individuals for pursuing careers in Government and for carrying out so well their many important and complex tasks.

I urge Federal supervisors and managers to set a standard of excellence in their organizations and to reward promptly and appropriately those who excel. The strength of our Nation depends in large measure on the quality and the performance of our public employees. I am confident they will continue to provide both the creativity and professionalism needed to assure that vital public services are provided economically and efficiently.

Ronald Reagan

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November 30, 1984 marked the 30th Anniversary of the implementation of the Government-wide Incentive Awards Program. I am very pleased to report on how well this Program has achieved its objectives in encouraging and recognizing employee excellence during the past 30 years as well as to summarize fiscal year 1984 results.

Dedicated to a vast variety of Federal programs serving the American people, Federal career employees have made substantial contributions both of a tangible and intangible nature to our Nation. Their ideas, scientific inventions, and other extraordinary acts and services have saved the Government and America's taxpayers over $11.6 billion dollars. Some of these achievements not only have received Government recognition, but, because of their national and international impact, have earned Nobel and other prestigious honors. The accomplishments of Neil Armstrong, Rachel Carson, Dr. Frances Kelsey and Dr. Werner Von Braun, to name a few, are well known, but there are countless thousands of others whose important work has been recognized through the Federal Incentive Awards Program. The benefits associated with these achievements are very important because they make a tremendous difference in the quality of life in America and in the defense and security of our Nation.

Through 30 years of service, over 5.6 million employees have been recognized for performance well beyond job requirements and standards, thus confirming President Eisenhower's belief in signing the original legislation that "employees of the Federal Government can, through their diligence and competence, make. . .significant contributions to the important task of improving Government operations."

President Reagan has endorsed and reaffirmed this important initiative and urges all Federal employees to continue the search for ways of operating more efficiently, economically, and effectively. The key objective is to reduce Government spending while continuing to provide the highest quality services to the American people. As we begin the fourth decade of the Incentive Awards Program, I join in calling on all Federal supervisors and managers to make full and effective use of their awards authorities to encourage employee creativity through ideas for improved operations, and individual and group excellence in performance.

Constance Horner
Director

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Achievements is published annually by the Office of Personnel Management. It provides current information on the outstanding contributions being made by Federal employees.

Data presented in this publication are based on reports provided by Federal awards personnel world-wide. Photographs were provided courtesy of the Departments of Air Force, Army, Navy, Agriculture, Interior, Commerce, Labor, the Veterans Administration, the National Aeronautics and Space Administration, Health and Human Services (NIH) and the White House.

Recognition for their fine work on this publication should go to Tony Jackson for the cover photo, to Larry Harrington for graphics design throughout, and to Dave Horne and Denise Jenkins for statistical computer analyses and chart generation.

On the Cover

During the 30th year of the Federal Incentive Awards Program, new career service and retirement emblems and certificates were introduced. Pictured on the cover is the emblem that recognizes 30 years of service — military and civilian — to the Nation. The piece shown bears the symbol of the Great Seal of the United States that is incorporated in the seal of the President and in the emblems that are displayed on United States' embassies around the world. Ten karat gold is used for the 30, 40, and 50 year and retirement emblems and sterling silver for the 10 and 20 year emblems. The Prototypes of these pieces were contributed to the Federal Government by O. C. Tanner and Company of Salt Lake City, Utah.

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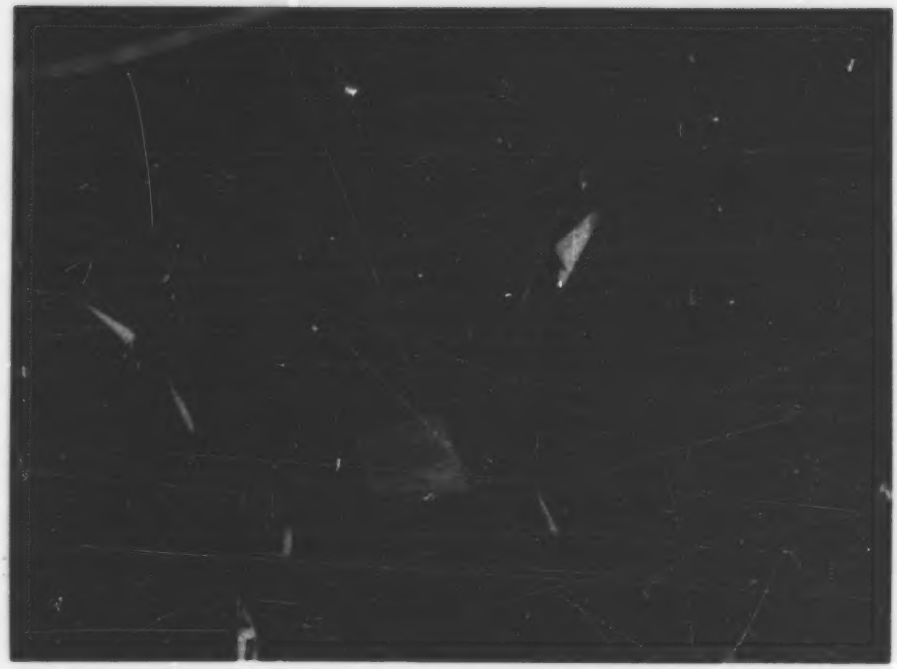
About the Program



Purpose

Established by Congress in 1954, the Federal Incentive Awards Program is designed to improve Government operations and services. Its purpose is to motivate employees to improve performance and increase creativity by rewarding those whose job performance and adopted ideas benefit the Government and are substantially above or beyond normal job requirements and performance standards. Through public recognition of outstanding contributions, other personnel are encouraged and inspired to perform in a similar manner.

Basic Forms of Recognition

Incentive awards for Federal employees are authorized by Chapters 45 and 54 of Title 5, United States Code. Recognition for a contribution can range from a certificate of appreciation to a monetary award of $35,000, depending on the benefit to the Government derived from the achievement. Employees can be recognized for individual or group performance which goes beyond job requirements, and for suggestions, inventions, or one-time special acts or services which are in the public interest and related to employment.

Flexibility

The Office of Personnel Management encourages agencies to make maximum use of awards authorities to establish and administer awards programs that best support and enhance agency and national goals and meet employee recognition needs. Many agencies have developed special and unique incentive programs to further specific goals and objectives.

Such programs include production-based reward systems currently operating in 16 Federal installations, incentives for safety, foreign language proficiency, recruitment of nurses, energy conservation, and many other areas tailored specifically to meet agencies' goals and objectives.

Program Results

In Fiscal Year 1984, $196.3 million in cash awards were granted to Federal employees. This represented less than 3/10 of 1% of the Federal civilian payroll. Associated measurable benefits to the Government of more than $1.05 billion provided an average return of almost $5.40 for every dollar awarded.

The savings cited above do not include thousands of employee contributions for which dollar savings to the Government cannot be identified. In addition, it does not include savings to private organizations within the United States or to other countries that have benefited from Federal employee contributions.

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Chronological Highlights 1954-1984

1954 - Government Employees' Incentive Awards Act signed September 1.

1956 - First maximum award of $25,000 granted to Dr. William B. McLean of the Department of the Navy.

1957 - President's Award for Distinguished Federal Civilian Service established by Executive Order 10717.

1958 - Over one million employee suggestions submitted since program was established in 1954.

1959 - Second maximum award of $25,000 granted to five employees of the Department of the Army.

1961 - Third maximum award granted to Messrs. Schwartz, Epton and Mayer of the Department of the Army.

1963 - Additional recognition in the form of a Quality Step Increase established under the Salary Reform Act.

1963 - Cumulative benefits from employee contributions exceed $1 billion.

1964 - Dr. Alvin Radkowsky of the then Atomic Energy Commission received fourth maximum award of $25,000.

1965 - Military personnel eligible for cash awards for suggestions, inventions, and scientific achievements under 10 U.S.C. 1124.

1967-68 - Extensive study of Program conducted as a result of Post Office and Civil Service Committee review of the effectiveness of the Program.

1969 - Program changes made to streamline processing of suggestions and emphasize ideas to improve the economy of Government operations.

1969 - Fifth maximum award of $25,000 granted to the estate of the late Albert W. Small of the National Security Agency.

1970 - Presidential Management Improvement Awards Program established as part of overall management improvement program.

1970 - Awards program used to support Equal Employment Opportunity goals through recognition of significant achievements in the area of EEO.

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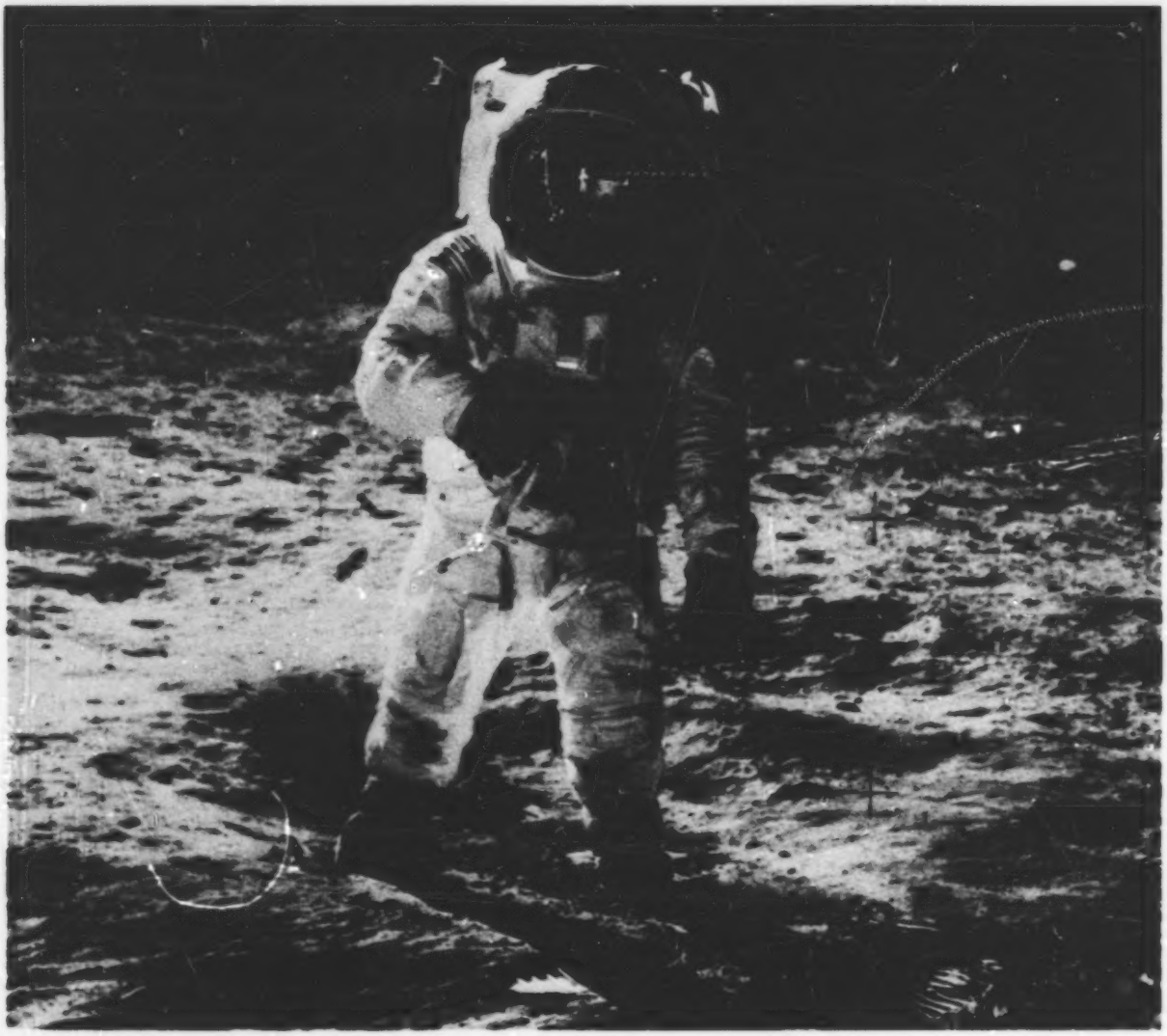

1971 - Record year in tangible benefits from special achievements $344.8 million.

1972 - Record year in tangible benefits resulting from employee suggestions $202.1 million.

1973 - General Accounting Office study conducted on the effectiveness of the incentive awards program.

1974 - Awards program used to support contributions to the Nation-wide energy conservation program.

1975-76 - Special cost reduction campaign announced by the President to recognize civilian and military personnel who marle outstanding contributions to Government operations.

1977 - Presidential Management Improvement Awards Program incorporated into overall Presidential Recognition Program where, in addition to being considered for the Awards, individuals receive personal letters of commendation from the President for significant contributions.

1977 - Sixth maximum award granted to Navy employee-inventor Lawrence Guzick—first time in history of the program that the maximum award was presented personally by the President.

1978 - The Civil Service Reform Act (PL 95-454) provides (1) greater flexibility to Federal agencies in granting awards up to $10,000 for outstanding employee suggestions, inventions, and other contributions, and (2) pay and other incentives for high quality performance on the part of supervisors, managers, and senior executives.

1978 - Seventh maximum award granted to 12 individuals of the Watervliet Arsenal, Department of the Army.

1979 - The regulations implementing the Government Employees' Incentive Awards Program revised to (1) accommodate changes required by the Civil Service Reform Act of 1978, (2) update and improve content, and (3) incorporate General Accounting Office recommendations for improvement of the Government Employees' Incentive Awards Program.

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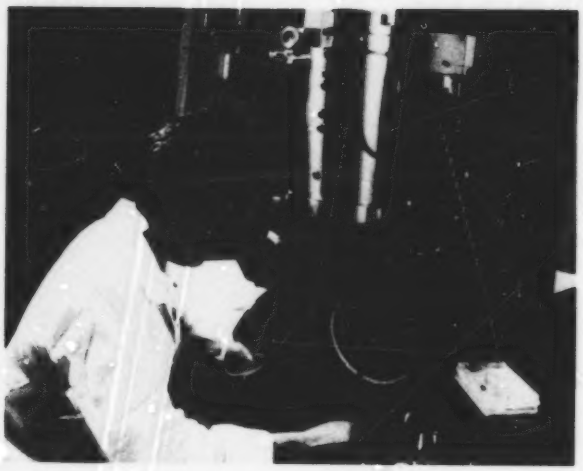

1979 - For the first time in the history of the Federal Incentive Awards Program, the President used authority under Title 5, Chapter 45, United States Code, to grant an additional award of (up to) $10,000 over and above the $25,000 maximum which can be granted by an agency head with approval of the Office of Personnel Management. A $35,000 award was approved for 42 members of the Forest Service in recognition of their outstanding efforts in identifying 62 million acres of roadless and undeveloped National Forest System lands and recommending their classification into wilderness, nonwilderness, and further planning categories. The study, which covered 38 states and Puerto Rico, was completed in only 20 months and saved the Government over $120 million.

1980 - The contributions made by Federal employees in the form of suggestions, inventions, special acts and superior performance recognized through the Federal Incentive Awards Program during Fiscal Year 1980 produced measurable benefits over one half billion dollars ($552.2 million).

1981 - New Incentive Awards Program Guidance (FPM Chapter 451) was issued in August 1981 that provided for: (1) linkage of performance appraisal systems with Sustained Superior Performance Awards, (2) basing sustained superior performance awards on a percentage of base salary, (3) streamlined documentation for performance awards, (4) delegation of awards authority to the lowest practical level, and (5) larger awards for suggestions, inventions, and special acts or services.

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1981 - Employee contributions beyond job responsibilities and standards generated measurable benefits of more than $1.9 billion, a record amount.

1982 - OPM issued guidance on the new incentive awards authority created under the Omnibus Budget Reconciliation Act of 1981 for Inspectors General to grant cash awards up to $10,000 to employees whose disclosures of fraud, waste, or mismanagement result in cost savings for the agency and for the President to grant up to 50 awards of $20,000 for disclosures that result in substantial cost savings.

1983 - During fiscal year 1983, eight awards over $10,000 (the largest number ever) were granted, two of these maximum Presidential awards of $35,000. Collectively, these contributions saved the Government over $87 million.

1983 - Regulatory changes were proposed by OPM to better integrate basic management functions with performance, pay and incentive systems. The Government's pay for performance system would be strengthened by more closely linking individual performance results to personnel decisions.

1984 - On October 10, 1984, Congress approved a new Performance Management and Recognition System which further strengthens pay for performance in Government for mid-level managers.

Also the President reestablished the Presidential Management Improvement Awards Program in August to encourage and recognize Federal civilian and military personnel for their ideas and other achievements beyond job requirements that result in significant benefits to the Government.

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Top Achievements

The following are just some of the many outstanding contributions that have been recognized through the Federal Incentive Awards Program from Fiscal Years 1975-1984. These contributions, which have come from Federal employees in virtually every occupational area, have saved taxpayers billions of dollars and have had a far-reaching effect on the lives of the people of this country, upon the Nation and the world. Outstanding contributions for the first twenty years of the Federal Incentive Awards Program — 1954-1974 — were acknowledged in the 20th anniversary issue of ***Achievements***

Saving Lives

Ray H. Barnes, the Meteorologist in charge at the **National Oceanographic and Atmospheric Administration** in Mobile, Alabama, provided outstanding leadership in hurricane warning preparedness and planning, thus saving the lives of hundreds of thousands of people when Hurricane Frederic, one of the strongest and costliest storms ever to hit the U.S. mainland, came ashore in September 1979.

Meyer Schwarz, an **Agricultural Research Service** chemist, developed a new chemical (MV-678, product name Pro-Drone) that controls the dangerous red fire ants that have been responsible for killing humans and livestock and disrupting farm operations in 13 Southern states for more than four decades. When consumed, Pro-Drone does not kill ants but causes their offspring to develop into clones that do not reproduce sexually, nor do they work. Without worker ants to carry food to the nest, the fire ants starve to death.

Dr. Lance A. Liotta, a medical research scientist at the **National Institutes of Health** was recognized for his outstanding achievements in cancer research that have led to a new understanding of how cancer cells invade and spread through the body. The employee's work involved the discovery of new enzymes that digest the walls of blood vessels and permit cancer cells to spread through circulation. The employee's discoveries give promise of leading to new chemical approaches to control the spread of cancer.

Employee scientists at **NASA's Johnson Space Center,** working on the problem of assuring the safety of ocean-landed astronauts, developed and patented a new method of life raft stabilization that has been credited with saving 230 lives in the first five years of use. The raft has a heavy ballast stabilization system which negates the capsizing problem by admitting large amounts of water to the hemisphere chamber, thus providing ballast to keep the center of gravity constant and compensating for changes in wave angle and for weight shifts.

Joseph S. Heyman, a **NASA** employee developed techniques for the ultrasonic (very high acoustic frequencies) measurement of various materials under stress without the destruction of those materials. These techniques permitted more accurate information about products ranging from space platforms to huge bolts that hold bridges together. Tests can determine if a material has been made properly, how much stress can be placed on it, and how long it can be expected to last.

Conserving Natural Resources

Ten employees of **Agriculture's Forest Service** in the Willamette National Forest, Pacific Northwest Region, saved the Government almost one-half million dollars by completing a valuable reforestation project that had been contracted by a private firm that had defaulted. Their team efforts over an eight-month period salvaged tree growth that would have been lost and over a million seedlings which would have been destroyed.

For the first time in the history of the Federal Incentive Awards Program, the President used authority under Title 5, Chapter 45, United States Code, to grant an additional award of up to $10,000 over and above the $25,000 maximum which can be granted by an agency head with approval of the Office of Personnel Management. A $35,000 award was approved for 42 members of the **Forest Service** in recognition of their outstanding efforts in completing one of the most important and difficult assignments ever undertaken by the agency.

The RARE II study (Roadless Area Review and Evaluation) conducted by the group, consisted of identifying 62 million acres of roadless and undeveloped National Forest System lands and recommending their classification into wilderness, nonwilderness, and further planning categories. The study, which covered 38 states and Puerto Rico, took only 20 months to complete and saved the Government over $120 million. Over a third of a million persons commented on the study, the results of which will have a profound impact on the citizens of our country and on future generations.

A **Department of Agriculture** Forest Products Laboratory research team in Madison, Wisconsin developed a practical and efficient process to peel veneer from logs formerly considered unpeelable. Through their innovative efforts, increases in yields from logs have saved America's wood products industry approximately $75-$85 million each year.

Seventeen employees of the **Department of Agriculture's Soil Conservation Service** were responsible for annual savings in excess of $47.6 million. This group analyzed the Nation's private lands and developed a plan for their beneficial use, thereby enhancing our Nation's soil and water conservation programs.

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Improving National Defense

Four **Navy** engineers, Messrs. Robert Flum, Roland Daudelin, Lionel Walston, and Bob Norris, using imagination and resourcefulness developed a potent new anti-submarine warfare weapon. Spare parts from a Naval Ordnance Laboratory scrap pile and other materials, borrowed at no cost, were used to develop the Navy's SUBROC missile. Fired from a submerged submarine, the missile is propelled out of the water, reenters at point near an enemy vessel and, at a preset depth, detonates. Development of the SUBROC subsequently resulted in an invention award of $25,000 to its four creators.

Jeffrey L. Ver Burg, a **Navy** Sonar Technician suggested the development of a turned-away sensor system of vital importance to the anti-submarine warfare capability and security of this Nation. This system, made available seven years earlier than had been anticipated because of the efforts of this employee, is a combination of several sonar systems which provides positive contact recognition at variable depths. The device has been of immeasurable value in advancing mission readiness of the U.S. Navy's fleet.

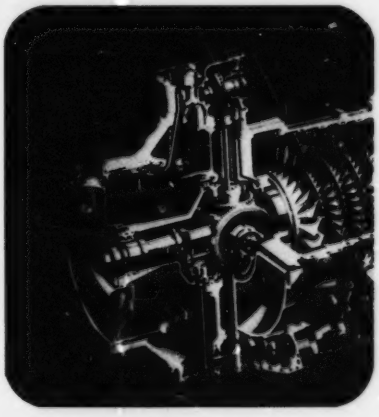
Forty-five employees assigned to the **Naval Ship Weapon Systems Engineering Station,** Port Hueneme, California demonstrated an exceptionally high degree of expertise and teamwork in the development and successful implementation of equipment used for the underway replenishment of ships at sea. Because of the high vulnerability and inherently hazardous nature of underway resupply operations, transfer equipment of a highly complex nature was developed so that this could be accomplished as fast and safe as possible. The effective teamwork of these employees saved an estimated $6,652,000 and played a vital role in keeping naval forces combat ready.

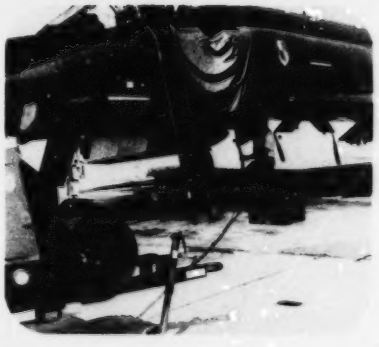
Mr. Daniel E. O'Bannon, an **Air Force Weapons Laboratory** engineer convinced Strategic Air Command authorities that a required bomb rack modification permitting greater nuclear payload capacity could be accomplished in-house more economically than letting a $6.5 million design and production commercial contract. Documented first year savings to the Government of $4,079,417 resulted from this employee's suggestion.

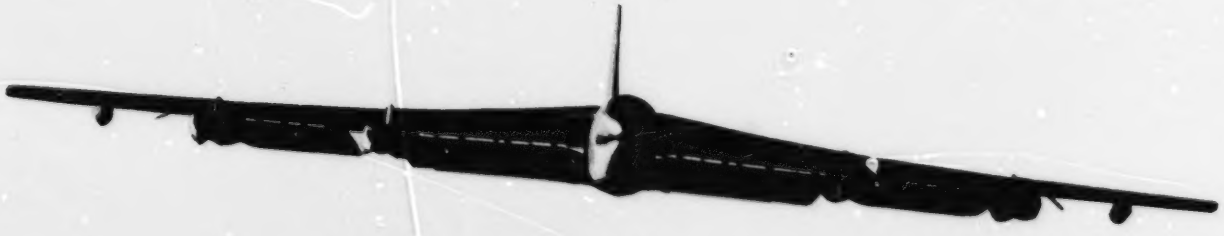
Dominic DiVito, an Inventory Management Specialist employee at **Wright-Patterson Air Force Base** saved the Government over $4.4 million and sustained the operational readiness of the Air Force B-52 bomber fleet by suggesting a method of converting excess B-52 aircraft engines rather than purchasing new ones at $350,000 per engine.

Spencer T. Hayes a technical support employee of the Alabama **Air National Guard,** developed an automatic radar tracking capability for tactical radar systems. Prior to the low-cost modification developed and perfected by this employee, significant operational deficiencies were present in radar control equipment. The modification enabled the Air Force to cancel a planned procurement program, which would have provided a similar capability, at a direct savings of more than $13 million.

Thirteen employees of the **U.S. Army Troop Support and Aviation Materiel Readiness Command** completed an in-depth analysis of a contractor's proposal to manufacture 50 aircraft engines in support of the CH47 Modernization Program. The efforts of the cost study group resulted in first year savings of almost $1.5 million and reflected a level of performance above that normally expected, including long hours of work, intense pressure because of an accelerated schedule, and limited manpower and funds.







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Creating Order Out of Chaos

Employees of the **Federal Highway Administration's Office of Development,** in response to the need for a cost effective method of coordinating traffic signals, initiated the design of equipment known as the Traffic Control Synchronizer (TCS). The TCS development effort included identification of the problems associated with existing traffic control equipment, development of initial criteria and specifications, detail design and specifications, and building prototype units for field test and evaluation. The TCS is an all solid-state time-based control unit which coordinates existing traffic signal controllers without the need for interconnecting equipment. Preliminary evaluation results showed that travel time during weekdays between 6 a.m. and midnight could be improved by 25 percent.

Enhancing Safety

Dr. Doug Ohlin, an employee, an Audiologist with the Bio Acoustics Division of the **U.S. Army's Environmental Hygiene Division**, designed a device to insure the correct fitting of earplugs. It is anticipated that this contribution, which resulted in the largest award to a civilian at Aberdeen Proving Ground, will save the Government millions of dollars each year in compensation for hearing loss disability.

Ten **Environmental Protection Agency** employees from various parts of the country developed a water sampling manual that is being used throughout the United States. The quality of the Nation's water was protected and improved as a result of the outstanding teamwork of these employees.

A. Richard Tagg, **United States Geological Survey** employee, at great personal risk, took to the air under hazardous conditions to provide information which enabled an Artic Ocean Survey to be completed safely. Because of prevailing fog, and absence of shipping in the area, the survey vessel was totally dependent on the employee's air reconnaissance to provide information on ice conditions vital to navigation. His outstanding efforts were a major contribution to the success of the survey.

Suzanne Rice, an employee of the **Drug Enforcement Administration of the Department of Justice,** designed educational materials to educate children about drugs. The employee originated and developed the "Soozie" coloring book which is used by parents and teachers throughout the country. The book illustrates and emphasizes that only sick people need drugs, healthy people don't.

William McBee and Thomas Sullivan, two employees of the **Department of Interior's Bureau of Mines,** explored the problems associated with freezing and thawing conditions and developed a new patented construction material based on plasticized sulfur and mineral aggregate. Sulfur concrete, as it is called, is superior in corrosion resistance and strength to portland cement concrete. Also, the material attains full strength in a few hours rather than days, pours and sets in freezing weather, and provides excellent moisture and freeze/thaw resistance, thus making improvements possible in the construction of roads, bridges, runways, and buildings.

Saving Taxpayer Dollars

John W. Kiker, a **NASA** employee at the Johnson Space Center, Houston, Texas recognized the problems in designing engines that could be used to test fly the 75-ton Space Shuttle Orbiter. He developed a proposal and then convinced NASA authorities that a modified Boeing 747 could be used as a ferry aircraft and airborne launch platform for the Shuttle. Savings to the Government of over $30 million and the successful first flight of the Space Shuttle resulted from the creativity and determination of this employee.

Ed Thomas, an employee of the **Civil Aeronautics Board's Bureau of Compliance and Consumer Protection**, saved the Government an estimated $8 million when he identified a problem with procedures used by agencies to collect refunds from airlines. As a result of the employee's proposal, procedures have been developed and agencies have been alerted to seek reimbursement for unused tickets. Efforts were undertaken to collect monies not refunded by airlines over the past several years.

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John W. Darby and Francis E. Strahan, two employees from the **U.S. Postal Service,** earned that agency's largest suggestion award by proposing a modification to multi-position letter sorting machines (MPLSMs). The modification, which is expected to save the Postal Service $16.8 million annually, provided the best solution to the problem of misoriented (flipped) letters and reduced the mishandling and rework rate of letters by 64%.

Ted Katz and Michael Cesario, two employees of the **Department of Health and Human Services**, suggested computer cross-checks to eliminate fraud in the Social Security System. Prior to the changes they suggested, no method existed for detecting when checks continued for deceased persons. The method resulted in recovery of nearly $30 million in erroneous payments and saved taxpayers an additional $3.4 million.

Arthur Lueotke. a **Federal Communications Commission** employee, during a career spanning more than 40 years, is responsible for saving the Government over $10 million. To this employee's credit are 12 patented inventions with a thirteenth pending, the most notable achievement being the design, development, construction and installation at numerous locations throughout the country, of a modern long range direction finder.

Frank J. Nola, a **NASA** aerospace technician employee invented a small inexpensive device permitting considerable savings in the use of electrical energy. The "Power Factor Controller" cuts power consumption by 30-60 percent on such things as typewriters, washers, fans, refrigerators, and industrial sewing machines. Motors will run cooler and quieter and, at a constant speed, thus extending the life of electrical motors. To demonstrate the extraordinary value of this device, it has been estimated that a mere four percent reduction of power used in electric motors can save the Nation up to one quarter million barrels of oil each day and over $1 billion annually.

Forrest J. Edelman, a **Department of Housing and Urban Development** employee, suggested simplified procedures for verifying the income of elderly tenants living in public housing which saved over $2 million and eliminated a biennial paperwork burden for over a million elderly citizens. These new procedures also reduced delays, workload and postage for approximately 2800 public housing agencies and owners, and the Social Security Administration, all involved in the income verification process.

Humanitarian Achievement

Drs. Carroll T. White and Russell Harter, two research psychologists at the **San Diego Naval Hospital,** successfully designed a new technique for testing visual acuity in small children or the linguistically handicapped.

Six employees of **USDA's Office of International Cooperation and Development**, (Paul R. Crowley, Fred F. Barrett, Alfred Lachmann, Robret P. Weil Jr., Ruth P. Rogers, and Nina M. Blocker), adapted food and science technology used for cooking soybeans on American farms to develop low-cost extension cooking equipment now being used to produce nutritious foods for infants and children in Sri Lanka, Bolivia and Costa Rica. One-half million children in developing countries received better food as a result of the employees' efforts.

A team of six pioneering scientists of the **Agricultural Research Service, Department of Agriculture,** (William J. Silvey, Jo Ann S. Elferink, Frederick I. Ordway, Harold H. Brandt, Lawrence Logan, and Leonard Myers) dedicated years of research and hard work toward the successful development of a genetically engineered vaccine against the virus of foot-and-mouth disease, one of the world's most serious and dreaded diseases of animals. The achievement is believed to represent the first production through gene splicing of an effective vaccine against any disease in animals or humans.

Hubert Vykukal, a **NASA** employee scientist at the Ames Research Center, and staff at the Institutes for the Achievement, Philadelphia collaborated on the development of a device to help brain injured children learn to crawl. Such children had been unable to crawl due to problems of weightbearing and friction caused by gravity. The NASA employee applied technology originally developed for frictionless systems designed to simulate the motions of satellites in space and solved a problem that had existed for years.

Two **Department of Agriculture** research technician employees developed equipment that plants four rows of corn simultaneously, with different types of seed in each row. One tractor driver and two individuals to operate the planter can plant four 25-foot plots in six seconds, a task that normally would require 12 men at least five minutes to complete by hand with less precision. It is this type of innovation that makes the United States the most efficient Agricultural Nation in the world, enabling 3 percent of its people to provide the food and fiber for the other 97 percent — and still have enough left over to be the world's largest exporter of these products.

One of thirteen winners of the Presidential Design Award was the Seattle Foot. The result of a rare collaboration between doctors, engineers, and designers, the Seattle Foot is a prosthetic device of great mechanical simplicity, high efficiency, and modest cost that opens up such dynamic exercises as running and ball playing to foot amputees. The device has already proven its ability not only to improve the lifestyle of the amputees but also through good design to free them of the common visual implications of their disability. This award was given to the designers of the device and to the **Veterans Administration,** which supported their effort, in recognition of their ingenuity, sense of service and successful consideration of all the facets — human, technical and economic — of the difficult problem they solved.

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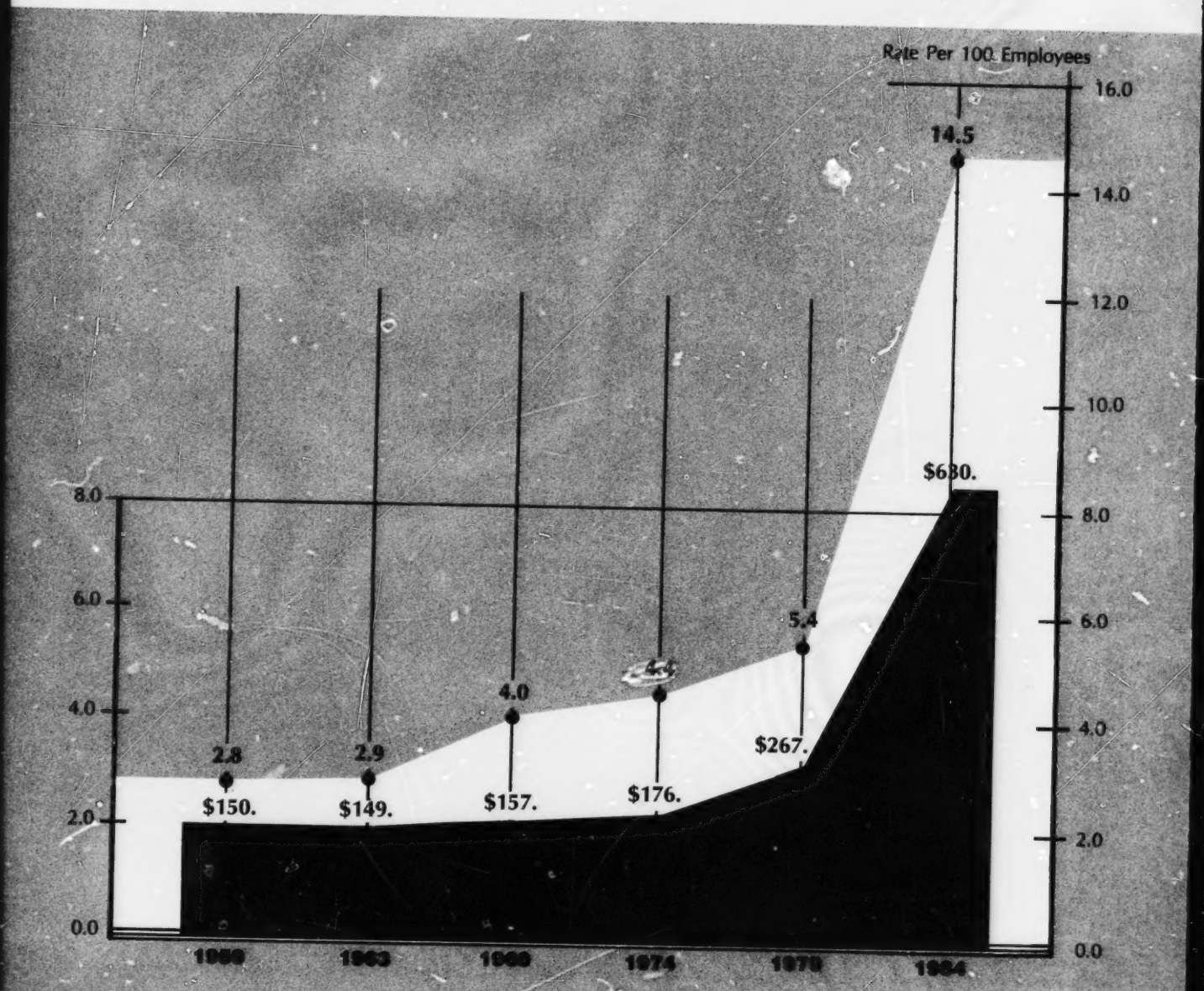
Milestones in Special Achievement Recognition

- ★ **1 Out of Every 4 Suggestions Submitted has been Adopted**
  (9,380,165 Suggestions Submitted; 2,492,219 Adopted)
- ★ **Record one-year number of Suggestions received - 551,764 (1967)**
- ★ **Record one-year number of Suggestions adopted - 147,093 (1969)**
- ★ **Record one-year dollars paid for adopted Suggestions - $7,284,427 (1984)**

Sustained Superior Performance and Special Acts and Services



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Program Highlights

Employees contributions during FY 1984 in the form of employee suggestions, inventions, sustained superior performance, and special acts or services, provided measurable benefits of $1.05 billion. Leading the way among Federal agencies for contributions with measurable savings were the Departments of the Army, Navy, Air Force, HHS, Treasury, Transportation and the Defense Logistics Agency.

Total Cost to Government $196 million
Total Benefit to Government $1.05 billion

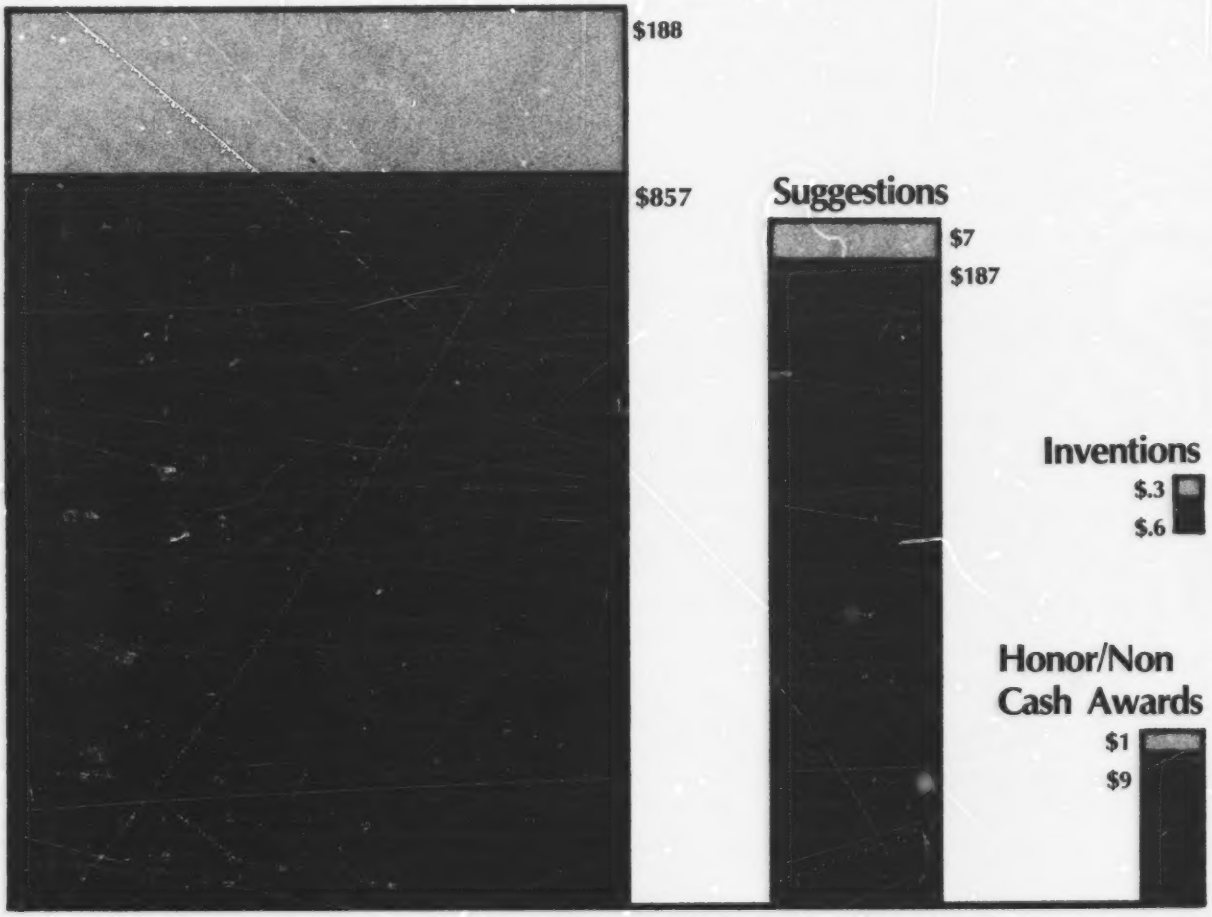
Cost to Government

Benefits to Government

Overall Results

- More than 397,000 employees received recognition for performance-related contributions through monetary or honorary awards or quality step increases.
- Over 190,000 employee suggestions were accepted into the system during the fiscal year.
- Over 45,000 suggestions (or one out of every four suggestions processed to completion during the year) were adopted by management and their originators rewarded.
- For each dollar the Government invested in awards, almost $5.40 in savings were received.
- The $196.3 million paid in awards represented .26% of total FY 1984 civilian payroll costs.
- Overall, approximately one out of every 6 employees received recognition through cash or honorary awards or quality step increases.

Special Achievement



dollars in millions

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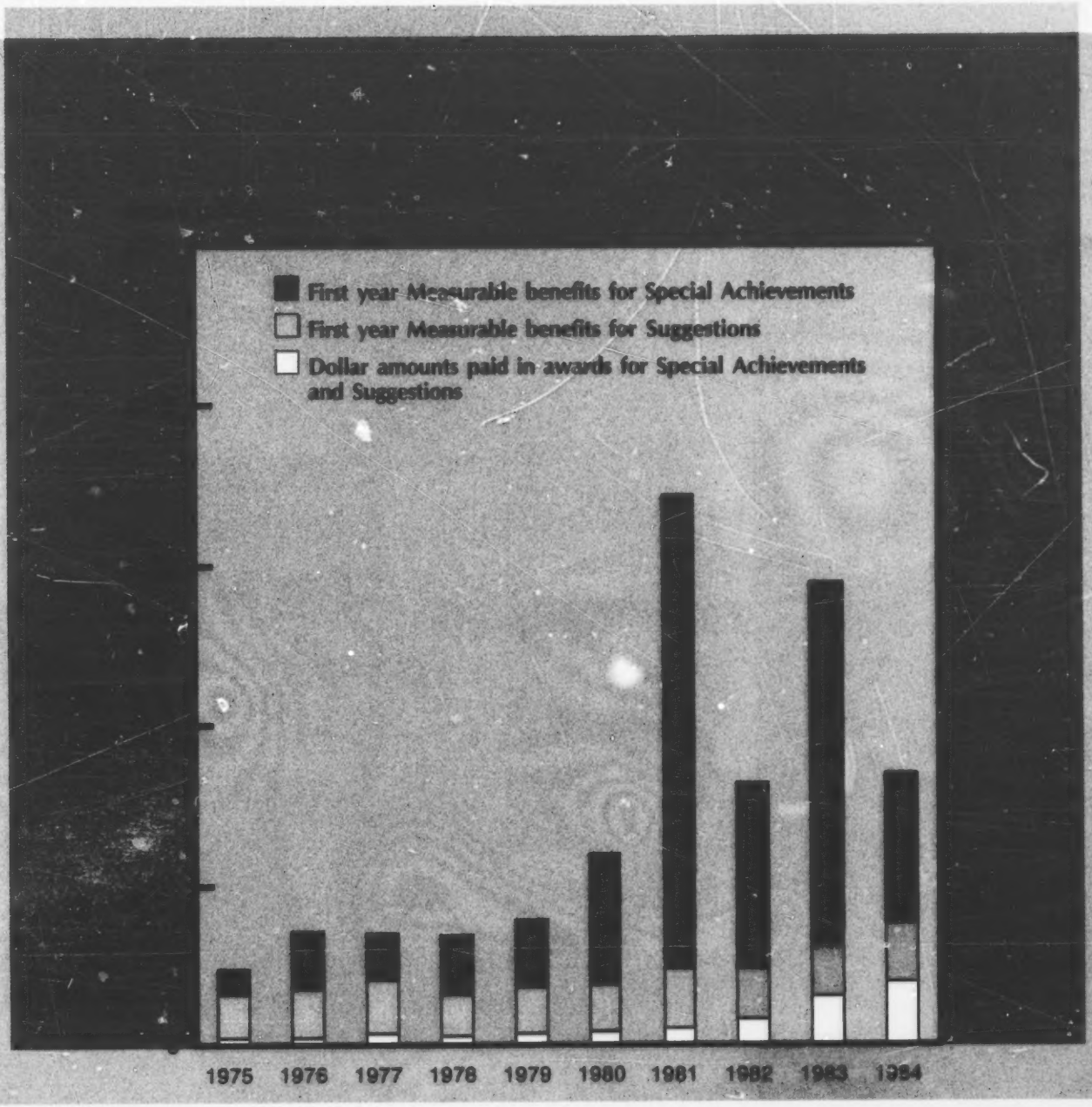
Award Costs/Benefits Ratio 1975-1984



* Award Costs/Benefits Ratio for years 1954-1974 contained in Achievements 1954-1974 Report

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Employee Achievements FY 1984

Each year the Federal Government recognizes thousands of employees for their noteworthy contributions that save the Government and taxpayers millions of dollars. Their outstanding efforts have increased Government efficiency and effectiveness. Because of the significance of their contributions, a limited number of individuals and groups are recommended for, and receive, awards over $10,000. During fiscal year 1984, four such awards were granted. Collectively, these contributions saved the Government $39 million.

Brief descriptions of these employee achievements recognized during FY 1984 follow.

Ecomomies in the Nation's Defense were achieved through the creativity of Ralph G. McNamara and Franklin Shrifrar, Department of the Air Force who suggested removal of the internal plumbing of MK82 practice bombs used by the Air Force. Their Suggestion earned an award of $10,869.

Internal Revenue Service (IRS) efforts to collect tax delinquent accounts of $7.5 billion were enhanced through the successful development and delivery of training in support of a new automated collection system by 31 IRS employees who received a group award of $14,900 in amounts ranging from $200 to $1,000.

Shipping overcharges and fines of $4.16 million owed the U.S. Government were successfully recovered through the efforts of S. Thomas Romeo a Department of Transportation, Maritime Administration employee. Mr. Romeo received an award of $24,000.

Significant advancements in oil cleanup technology were achieved through the work of three Department of Navy employees, Messrs. Dale G. Uhler, James H. Fried, and Eric W. Glaubitz of the Naval Sea Systems Command. Their development of an integrated open-sea pollution abatement system resulted in their sharing of a $25,000 award.

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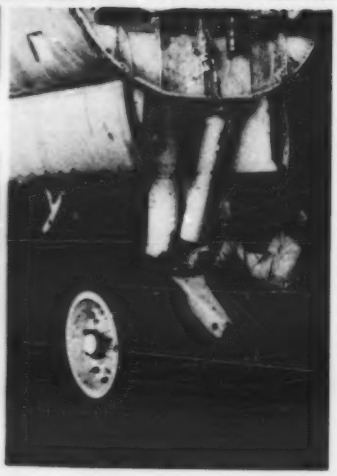

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Summary of Fiscal Year 1984 Statistical Results

(Figures in parentheses reflect Fiscal Year 1983 results.)

Suggestions

Ideas submitted by employees and adopted either in whole or partially by management.

Measurable Benefits	$187,343,745 ($155,834,885)	Average Benefits	$4,153 ($3,703)
Amount Paid in Awards	$7,284,427 ($6,215,401)	Average Award	$161.47 ($189.72)
Number Submitted	190,069 (168,391)	Participation Rate (Per 100 Employees)	7.1 (6.4)
Number Adopted	45,112 (42,078)	Adoption Rate (of those processed)	24.4 (25.6)

Benefit/Award Ratio 25:1

Inventions

Recognition granted upon employee disclosure of an invention and further recognition upon issuance of a patent or notice of allowability (in cases involving national security).

Disclosure Awards Granted	741 (898)	Patent Awards Granted	584 (567)
Amount Paid in Disclosure Awards	$112,486 ($118,988)	Amount Paid in Patent Awards	$201,497 ($424,687)

Special Achievements

Recognition in the form of cash awards for superior performance over a specified period, or for a special act or service.

Sustained Superior Performance		**Special Act or Service**	
Measurable Benefits	$27,233,286 ($31,087,791)	Measurable Benefits	$829,639,130 ($1,107,308,423)
Amount Paid in Awards	$143,295,519 ($111,300,447)	Amount Paid in Awards	$44,742,232 ($34,977,246)
Percent of Payroll	.19 (.18)	Percent of Payroll	.06 (.06)
Average Award	$701.30 ($659.03)	Average Award	$441.58 ($501.93)
Number Granted	204,329 (168,885)	Number Granted	77,833 (69,986)
Rate Per 100 Employees	10.5 (8.6)	Number Granted Per 100 Employees	4.0 (3.4)

Honorary and Non-Monetary Awards

Recognition in the form of plaques, medals, certificates or other items that can be worn or displayed.

Measurable Benefits	$9,250,323 ($31,387,818)	Number of Honor Awards Granted	18,613 (40,236)
Amount Paid in Cash Honoraria	$1,137,254 ($15,366,396)	Number of Non-Monetary Awards Granted	56,749 (38,915)

Quality Step Increases

Recognition in the form of an additional within grade increase granted to General Schedule employees for sustained superior performance.

Estimated First-Year Cost	$18,947,730 ($42,326,066)	Rate Per 100 Employees	3.5 (4.1)
Number Granted	49,759 (55,487)		

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Suggestions

Awards are granted for employee ideas submitted in writing and adopted by management. Statistics include all ideas processed through the system.

Department or Agency by Population	Number of Suggestions Received	Receipt Rate Per 100 Employees	Number Adopted	Percent Adopted of Those Processed	First-Year Measurable Benefits	Average Benefits (Per Adoption)	Amount Paid in Cash Awards	Average Cash Award	Benefit/ Award Ratio
Over 100,000									
Postal Service	49,138	7.2	12,347	25.1	$ 6,587,239	$ 533.51	$ 747,000	$ 60.50	9 : 1
Army	42,949	13.6	7,531	19.3	56,298,627	7,475.58	1,816,129	241.15	31 : 1
Navy	24,504	8.2	6,571	27.7	31,964,198	4,864.43	1,595,851	242.86	20 : 1
Air Force	35,066	16.4	8,974	26.1	57,952,262	6,457.80	1,569,462	174.89	37 : 1
VA	8,513	4.8	2,788	32.3	1,815,430	651.16	271,185	97.27	7 : 1
HHS	4,507	3.3	443	9.0	282,054	636.69	86,054	194.25	3 : 1
Treasury	3,956	3.0	1,043	26.1	2,432,101	2,331.83	199,142	190.93	12 : 1
Agriculture	2,254	2.1	801	31.3	1,827,206	2,281.16	248,241	309.91	7 : 1
50,001 to 100,000									
Interior	1,134	1.4	399	39.5	341,000	854.64	58,163	145.77	6 : 1
Transportation	940	1.5	205	21.8	292,485	1,426.76	50,645	247.05	6 : 1
Justice	3,331	5.8	664	20.3	82,920	124.88	41,171	62.00	2 : 1
20,001 to 50,000									
DLA	7,086	15.0	1,821	26.8	2,537,302	1,393.36	155,562	85.43	16 : 1
NGB	646	1.4	211	35.8	14,792,469	70,106.49	148,804	705.23	99 : 1
Commerce	978	2.2	187	17.2	496,316	2,654.10	25,826	138.11	19 : 1
GSA	1,098	3.7	291	24.3	2,956,204	10,158.78	47,112	161.90	63 : 1
State	28	0.2	2	3.8	320,000	160,000.00	5,050	2,525.00	63 : 1
NASA	1,095	5.2	175	20.8	4,137,392	23,642.24	60,772	347.27	68 : 1
Labor	156	0.9	18	9.4	181,450	10,080.56	2,957	164.28	61 : 1
10,001 to 20,000									
Energy	232	1.6	72	29.9	195,563	2,716.15	25,333	351.85	8 : 1
EPA	102	0.8	14	16.3	32,425	2,316.07	2,668	190.57	12 : 1
HUD	388	3.3	68	16.8	403,833	5,938.72	36,644	538.88	11 : 1
5,000 to 10,000									
DMA	744	8.3	217	32.0	793,138	3,655.01	50,645	233.39	16 : 1
USIA	20	0.2	7	30.4	16,770	2,395.71	1,301	185.86	13 : 1
OPM	47	0.7	10	20.8	11,394	1,139.40	3,040	304.00	4 : 1
GPO	149	2.6	47	30.1	90,572	1,927.06	5,030	107.02	18 : 1
SBA	128	2.5	28	21.4	0	0.00	3,300	117.86	0
LOC	36	0.7	9	45.0	0	0.00	3,535	392.78	0
Under 5,000									
Education	63	1.3	5	9.6	11,350	2,270.00	2,275	455.00	5 : 1
DIS	77	2.3	18	22.5	26,253	1,458.50	1,775	98.61	15 : 1
AID	4	0.1	3	50.0	1,500	500.00	250	83.33	6 : 1
DCAA	43	1.0	3	9.7	0	0.00	725	241.67	0
FDIC	19	0.4	1	5.3	0	0.00	500	500.00	0
NRC	14	0.4	3	27.3	0	0.00	212	70.67	0
Smithsonian	6	0.0	1	25.0	0	0.00	260	260.00	0
NLRB	31	1.2	8	33.3	3,139	392.38	800	100.00	4 : 1
DIA	17	0.6	2	12.5	3,068	1,534.00	305	152.50	10 : 1
FEMA	92	3.4	12	17.6	0	0.00	1,775	147.92	0
FCC	20	1.0	6	18.8	2,133	355.50	275	45.83	8 : 1
SEC	39	2.1	2	11.1	0	0.00	192	96.00	0
DCA	38	2.2	11	23.4	0	0.00	950	86.36	0
RRB	189	12.0	40	29.9	864	21.60	1,241	31.03	1 : 1
GOVERNMENT-WIDE	**190,069**	**7.1**	**45,112**	**24.4**	**$187,343,745**	**$4,152.86**	**$7,284,427**	**$161.47**	**25 : 1**

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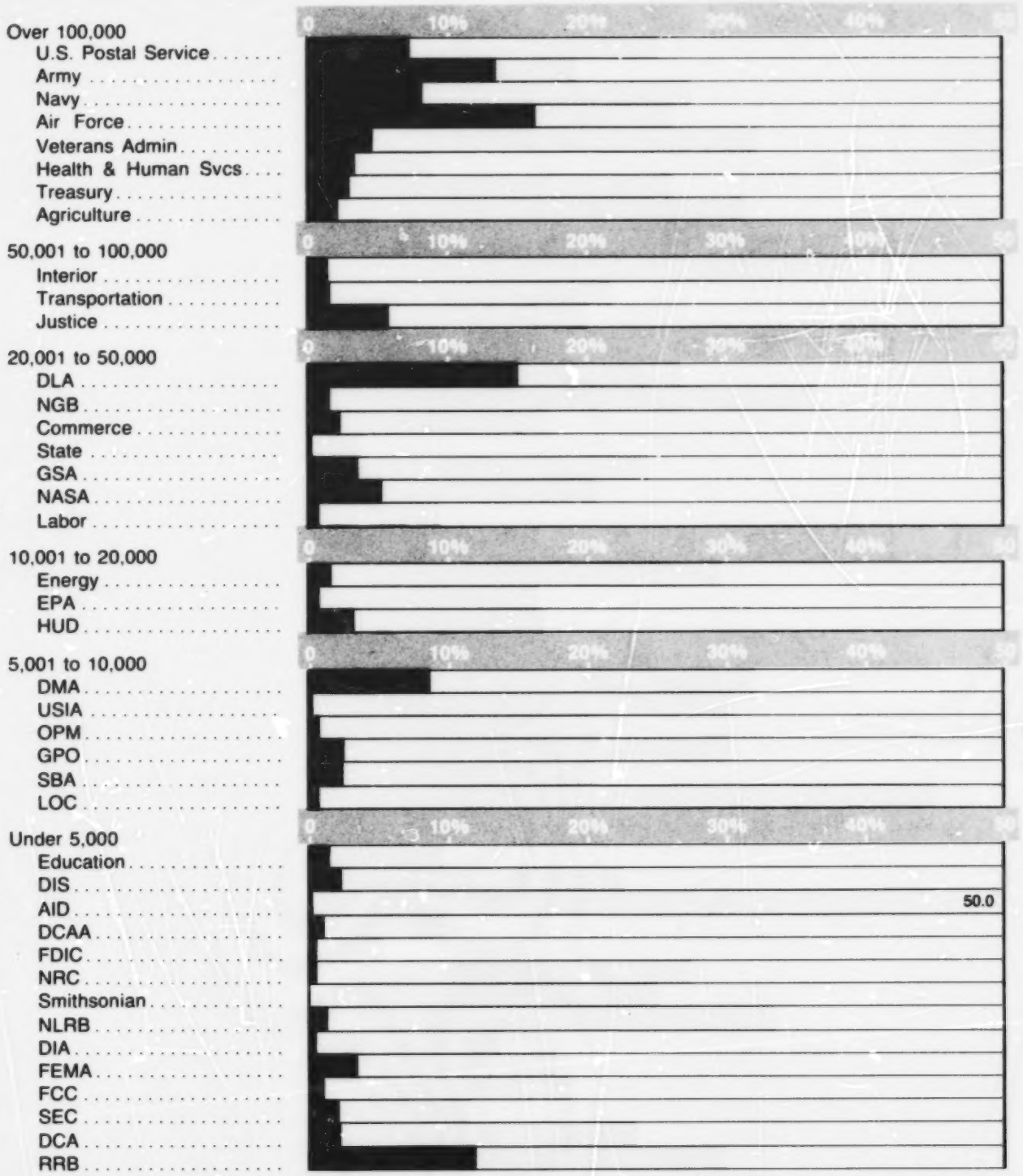
Participation and Adoption Rates



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Sustained Superior Performance

Awards granted to individual employees in recognition of overall performance that substantially exceeds job requirements and performance standards.

Department or Agency by Population	Number Granted	Rate Per 100 Employees	Amount Paid in Awards	Average Cash Award
Over 100,000				
Army	32,989	10.4	$ 37,269,889	$ 1,129.77
Navy	36,050	12.1	20,369,395	565.03
Air Force	37,691	17.6	21,027,295	557.89
VA	28,067	15.7	16,730,411	596.09
HHS	8,937	6.6	3,424,177	383.15
Treasury	14,156	10.6	10,919,275	771.35
Agriculture	2,408	2.3	1,174,039	487.56
50,001 to 100,000				
Interior	4,084	5.1	2,739,780	670.86
Transportation	3,524	5.6	3,128,215	887.69
Justice	2,729	4.7	1,360,990	498.71
20,001 to 50,000				
DLA	4,114	8.7	2,085,126	506.84
NGB	4,101	8.7	4,481,620	1,092.81
Commerce	3,702	8.1	2,957,683	798.94
GSA	3,403	11.4	1,472,441	432.69
State	1,033	7.7	612,263	592.70
NASA	2,517	12.0	1,182,321	469.73
Labor	846	4.7	641,119	757.82
10,001 to 20,000				
Energy	2,063	14.3	3,580,737	1,735.69
EPA	2,188	17.7	1,800,399	822.85
HUD	475	4.0	204,705	430.96
5,000 to 10,000				
DMA	909	10.1	756,081	831.77
USIA	159	1.9	72,432	455.55
OPM	388	5.7	188,651	486.21
GPO	13	0.2	13,505	1,038.85
SBA	654	12.8	430,821	658.75
LOC	56	1.1	21,186	378.32
Under 5,000				
Education	807	16.0	557,200	690.46
DIS	623	18.5	185,990	298.54
AID	510	14.8	326,288	639.78
DCAA	453	10.9	703,042	1,551.97
FDIC	61	1.3	55,225	905.33
NRC	81	2.3	85,991	1,061.62
Smithsonian	400	9.6	188,009	470.02
NLRB	373	14.6	310,874	833.44
DIA	47	1.7	43,776	931.40
FEMA	97	3.6	98,122	1,011.57
FCC	228	11.5	75,338	330.43
SEC	220	11.9	82,215	373.70
DCA	457	25.9	303,433	663.97
RRB	146	9.3	40,567	277.86
Others	2,570	13.9	1,594,893	620.58
GOVERNMENT-WIDE	**204,329**	**10.5**	**$143,295,519**	**$ 701.30**

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Special Act or Service Awards

Awards granted to an individual or group of employees in recognition of a significant act, service, or achievement that is in the public interest and connected with official employment.

Department or Agency by Population	Number Granted	Number of Awards per 100 Emp	Average Individual Award	Average Group Award	First-Year Measurable Benefits	Amount Paid in Awards	Average Award	Benefit/ Award Ratio
Over 100,000								
Army	20,462	6.5	$622.16	$264.03	$35,928,035	$13,748,187	$592.70	3 : 1
Navy	10,611	3.6	413.36	160.15	55,403,435	5,531,799	334.98	16 : 1
Air Force	**2,636**	**1.2**	**248.31**	**6.09**	**49,821,985**	**566,655**	**212.70**	**89 : 1**
VA	**5,746**	**3.2**	**250.49**	**180.98**	**2,996,551**	**2,031,184**	**220.45**	**2 : 1**
HHS	5,073	3.7	273.64	221.78	451,007,290	1,653,892	254.28	350 : 1
Treasury	6,896	5.2	533.60	366.62	97,639,941	4,573,238	483.69	29 : 1
Agriculture	**4,986**	**4.7**	**464.76**	**214.80**	**2,595,591**	**2,690,592**	**420.21**	**1 : 1**
50,001 to 100,000								
Interior	4,047	5.1	473.81	312.56	7,372,769	2,327,484	434.71	4 : 1
Transportation	2,080	3.3	486.45	391.71	51,983,947	1,263,339	433.36	58 : 1
Justice	**1,950**	**3.4**	**575.70**	**264.29**	**4,004**	**1,149,164**	**566.55**	**0**
20,001 to 50,000								
DLA	1,553	3.3	271.48	119.10	26,285,941	465,654	245.09	69 : 1
NGB	113	0.2	512.16	200.00	0	58,962	507.63	0
Commerce	**1,683**	**3.7**	**539.20**	**553.64**	**4,226,684**	**1,087,916**	**515.82**	**5 : 1**
GSA	**1,380**	**4.6**	**545.00**	**220.04**	**8,024,254**	**926,647**	**480.62**	**12 : 1**
State	125	0.9	414.94	373.46	25,208	194,945	209.13	1 : 1
NASA	1,775	8.5	368.75	233.51	363,000	808,587	343.20	1 : 1
Labor	**559**	**3.1**	**557.39**	**477.58**	**12,501,799**	**485,485**	**480.62**	**47 : 1**
10,001 to 20,000								
Energy	499	3.5	1,278.11	541.17	10,109,407	793,573	1,057.84	19 : 1
EPA	884	7.2	820.22	475.32	69,391	923,103	720.01	0
HUD	**372**	**3.1**	**471.32**	**679.81**	**946,025**	**423,300**	**364.89**	**7 : 1**
5,000 to 10,000								
DMA	192	2.1	662.31	438.33	0	137,626	620.92	0
USIA	232	2.8	363.45	180.70	440,024	93,290	313.32	6 : 1
OPM	**300**	**4.4**	**452.10**	**216.15**	**87,485**	**171,466**	**399.35**	**1 : 1**
GPO	**122**	**2.2**	**273.73**	**267.65**	**0**	**36,850**	**264.75**	**0**
SBA	402	7.9	453.41	366.31	0	209,865	445.51	0
LOC	29	0.5	395.00	197.43	0	30,800	136.21	0
Under 5,000								
Education	544	10.8	483.84	448.27	3,000	383,291	437.59	0
DIS	55	1.6	134.25	233.33	1,500	8,515	129.36	0
AID	**24**	**0.7**	**1,526.19**	**392.86**	**1,400,000**	**37,550**	**1,335.42**	**44 : 1**
DCAA	**152**	**3.7**	**900.73**	**446.36**	**0**	**147,950**	**811.84**	**0**
FDIC	86	1.8	1,410.92	1,775.66	973	231,574	1,164.83	0
NRC	100	2.8	554.93	334.38	691	70,234	488.34	0
Smithsonian	**224**	**5.3**	**557.90**	**379.89**	**10,000**	**130,513**	**550.42**	**0**
NLRB	**37**	**1.4**	**593.75**	**268.89**	**0**	**28,725**	**449.32**	**0**
DIA	6	0.2	1,391.67	0.00	2,500,000	8,350	1,391.67	299 : 1
FEMA	141	5.3	352.44	130.78	14,000	57,417	327.45	0
FCC	**173**	**8.8**	**199.11**	**144.83**	**0**	**37,849**	**194.50**	**0**
SEC	**359**	**19.4**	**416.12**	**261.77**	**4,000**	**154,112**	**410.32**	**0**
DCA	36	2.0	511.76	268.75	154,424	19,550	483.33	9 : 1
RRB	41	2.6	563.37	886.76	671,883	97,680	371.00	44 : 1
Others	1,148	0	0.00	0.00	7,045,893	903,199	786.76	8 : 1
GOVERNMENT-WIDE	**77,833**	**4.0**	**$487.96**	**$246.26**	**$829,639,130**	**$44,742,232**	**$441.58**	**19 : 1**

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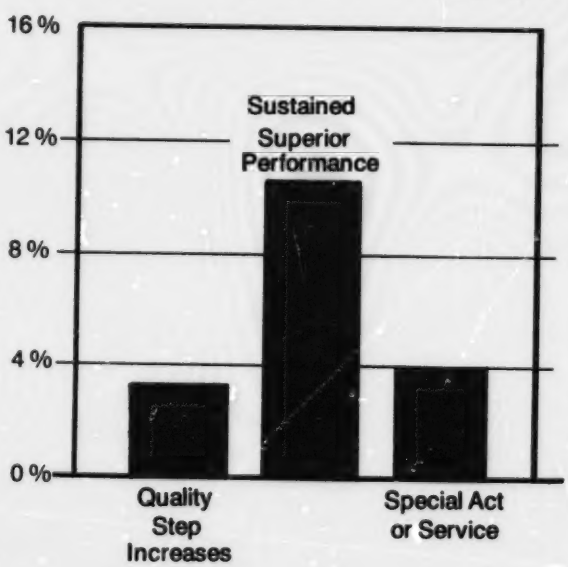
Quality Step Increases

Pay increases granted in addition to an employee's regular within-grade increase in recognition of high quality performance.

Department or Agency by Population	Number Granted	Rate Per 100 Employees	Estimated First-Year Cost
Over 100,000			
Army	5,280	2.4	$2,010,571
Navy	7,734	4.8	2,945,030
Air Force	5,301	4.0	2,018,568
VA	6,598	5.1	2,512,452
HHS	2,983	2.4	1,135,897
Treasury	1,427	1.2	543,387
Agriculture	2,460	2.7	936,743
50,001 to 100,000			
Interior	1,598	2.5	608,502
Transportation	3,008	5.3	1,145,416
Justice	2,456	4.6	935,220
20,001 to 50,000			
DLA	1,151	3.2	438,289
NGB	545	2.8	207,531
Commerce	1,092	3.8	415,823
GSA	302	1.7	114,999
State	701	5.4	266,934
NASA	1,119	6.7	426,104
Labor	778	5.0	296,255
10,001 to 20,000			
Energy	184	1.8	70,065
EPA	445	4.3	169,452
HUD	586	6.0	223,143
5,000 to 10,000			
DMA	277	3.8	105,479
USIA	123	1.4	46,837
OPM	104	1.7	39,602
GPO	41	0.7	15,612
SBA	288	6.7	109,668
LOC	305	6.1	116,141
Under 5,000			
Education	360	8.9	137,084
DIS	80	2.5	30,463
AID	330	10.6	125,661
DCAA	158	4.7	60,165
FDIC	75	1.6	28,559
NRC	307	8.6	116,903
Smithsonian	48	1.2	18,278
NLRB	309	14.4	117,664
DIA	227	8.3	86,439
FEMA	59	3.6	22,467
FCC	68	4.1	25,894
SEC	83	5.9	31,606
DCA	64	4.5	24,371
RRB	0	0	0
Others	705	15.2	268,457
Government-wide	**49,759**	**3.5**	**$18,947,7300**

Performance Recognition Dollar FY 84

Recognition per 100 Employees



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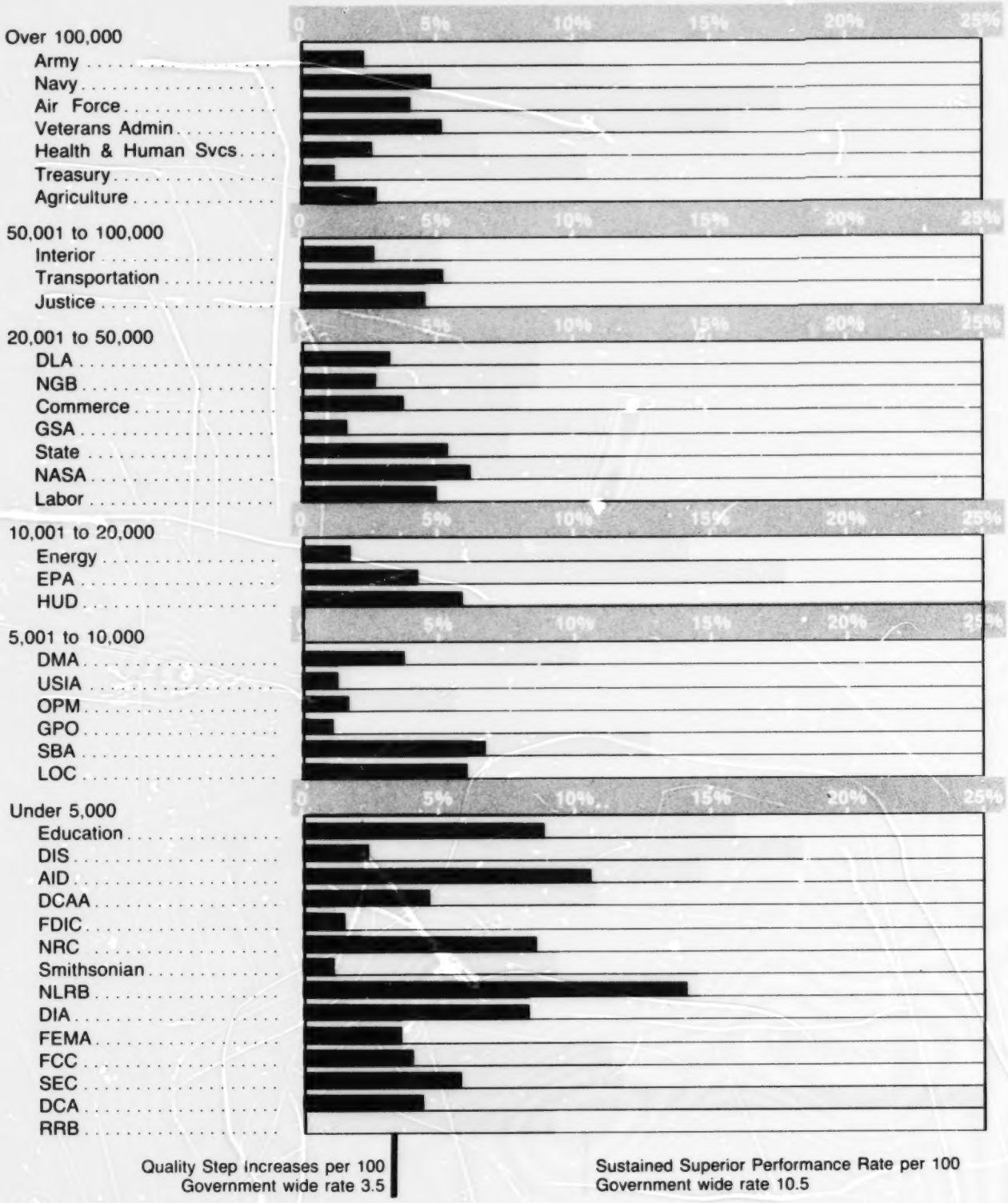
Performance Recognition Results



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Distribution of Cash Recognition

Employee Group

General Schedule or Equivalent	GS 1-6	GS 7-12	GS 13-15	GS 16	Total GS	SES	GM	Wage	Total All Pay Plans
Work Force	593,330	718,104	101,690	4,170	1,417,294	6,988	122,480	401,663	1,948,425
Group % Within Work Force	30.5	36.8	5.2	.2	72.7	.4	6.3	20.6	100.0
Group % of GS Population	41.9	50.7	7.1	.3	100.0				
Sustained Superior Performance									
Number Granted	58,648	73,388	8,243	131	140,410	—	18,376	45,363	204,149
Percent of all SSPs	28.7	36.0	4.0	.1	68.8	—	9.0	22.2	100.0
Percent of all SSPs to GS	41.8	52.2	5.9	.1	100.0				
Percent by Employee Group	9.9	10.2	8.1	3.1	9.9	—	15.0	11.3	10.5
Special Act or Service									
Number Granted	21,242	28,733	5,256	51	55,282	—	6,912	8,241	70,435
Percent of all Special Acts	-	-	-						
% of all Special Act to GS	38.4	52.0	9.5	.1	100.0	.1	9.0	11.5	100.0
% of all Employee in Groups	3.6	4.0	5.2	1.2	3.9	—	5.6	2.1	3.6
Quality Step Increases									
Number Granted	18,519	26,010	5,283	21	49,833				
Percent of QSIs Granted	37.2	52.2	10.6	.0	100.0				
Percent of Employees by Group	3.1	3.6	5.2	.5	3.5				

Chart reflects program results for approximately 90% of the reporting agencies

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Further information on the Federal Incentive Awards Program may be obtained from the Incentive Awards Branch, Office of Personnel Management, 1900 E Street, N.W., Washington, D.C. 20415. (202) 632-8950

United States Office of Personnel Management

Workforce Effectiveness and Development Group

Incentive Awards Branch

WPS-1A5 August 1985

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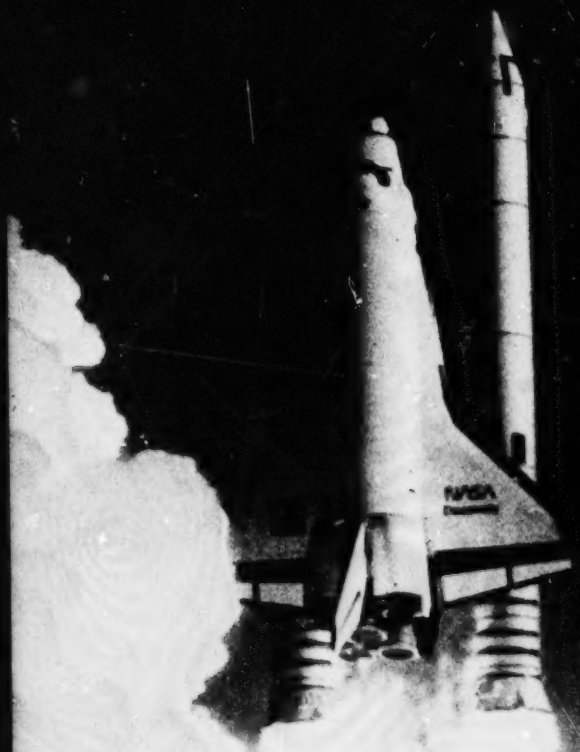

THE WHITE HOUSE
WASHINGTON

December 28, 1954

TO HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES:

The vast complexity of modern government demands a constant search for ways of conducting the public business with increased efficiency and economy. I am firmly convinced that employees of the Federal Government can, through their diligence and competence, make further significant contributions to the important task of improving Government operations. Wide participation by Federal employees in this task is essential if we are to derive full benefit from the ingenuity and inventiveness that exist in the Federal Service. This participation can be obtained only if all levels of management and supervision understand its importance, encourage it, and insure that it is promptly and properly recognized.

A means for adequately recognizing those employees who contribute to improved government operations, was provided by the Government Employees Incentive Awards Act passed by the 83rd Congress. This Act was a part of the Administration's legislative program on personnel management. Under it the Civil Service Commission was given general responsibility for the administration of a government-wide incentive awards program. The Commission has authorized each of you to establish and operate an incentive awards program within broad principles and guide lines. I am relying upon you to provide personal leadership for the incentive awards program in your agency.

I am looking forward to personal participation in the program through the provision in the Act for a Presidential award for employees rendering exceptionally meritorious service. The necessary instructions for submitting recommendations for this award are now being prepared.

Dwight D. Eisenhower

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